



# ***Strategic Plan*** ***2007-2010***



**FEBRUARY 2007**

# Foreword

The Directorate of Contracting (DOC), Army Contracting Agency (ACA), Fort Lewis, WA is comprised of professionally trained contracting experts using business processes that provide world-class contracting services to its customers. **Our vision is to be the Premier World-Class customer-driven Business Services Office of all Agencies within the Northwest Region by providing Team Lewis Soldiers with installation and mission acquisition support that allows them to be persuasive in peace and invincible in war anytime, anywhere! Our mission is to provide a World-Class customer-driven Business Service Office providing a tactical advantage to Team Lewis Soldiers with business solutions that increase their effectiveness and operational readiness to allow them to react quickly and proactively to their changing mission needs.** Ensuring we achieve our vision and accomplish our mission, today and in the future, requires forward thinking and strategic planning. This strategic plan identifies the strategic goals and objectives that will allow us to identify, develop, and/or improve the contracting people, processes, policies and enabling capabilities of the present and for the future.

In developing our strategic plan, we use a mature strategic planning model and the Balanced Scorecard framework to establish overarching strategic goals, supporting objectives, and action plans that will allow us to realize this vision and accomplish our mission. Our strategic plan will not be a static plan but rather an ongoing, iterative, and adaptive process that we must continuously monitor, assess and refine for it to remain current and relevant.

We will execute this strategic plan through periodic reviews, assessments and annual strategic planning workshops. These scheduled events provide a dedicated venue to discuss strategic issues and concerns that set the conditions necessary to continuously improve the quality and content of the strategic plan. DOC, Fort Lewis' strategic plan by itself is just a plan - the real keys to successful strategic planning are leadership involvement, responsibility, and accountability. All of these characteristics are carefully woven into the creation, execution and management of this strategic plan.

# Executive Summary

DOC faces a very challenging environment, with the Global War on Terrorism, competing funding priorities, and transformation actions, such as Global Realignment, Army Modularity, Joint Basing, ACA Reorganization, and Contingency Contracting Realignment. We must deal with these challenges in the face of funding constraints, an increasing workload that has increased by 71% since FY 2001, and with a workforce that has shrunk by more than ten percent during that period.

Yet, despite these challenges, we embrace the opportunities that lie before us and will continue to provide value-added services to our customers and effective contracting support to the Soldiers. Through continued dialogue with our many customers to highlight funding and workload imbalances; increased partnering with our customers; and execution of strategic organizational initiatives, we will successfully weather these turbulent times.

This strategic plan establishes a framework under which we set the goals and objectives necessary to realize DOC's vision and thereby accomplish its mission to *provide a World-Class customer-driven Business Service Office providing a tactical advantage to Team Lewis Soldiers with business solutions that increase their effectiveness and operational readiness to allow them to react quickly and proactively to their changing mission needs*. In preparing this plan, we aligned our vision and mission with the goals and priorities of Army Contracting Agency Headquarters, ACA Northern Region and higher Army headquarters involved in transforming our nation's military to meet the increasing demands of the Global War on Terrorism. As always, we strive to embody the core Army values of Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage as well as remain mindful of the Federal Acquisition Regulation (FAR) mandate to maintain the public's trust and fulfill public policy obligations.

The way we understand our mission and vision, "*To provide world-class contracting services, through the use of strategically developed business solutions and innovative contracting techniques that enable our Soldiers to accomplish their mission – in peace and war – anytime, anywhere!*" shapes the way we make decisions about our organization and how we go about supporting our customers.

*World-class* simply means being the best! In order to be the best, we must remain agile and focus our resources on the needs of our customers, while complying with all applicable laws and regulations. We must continuously strive to improve our internal business processes and develop new and innovative techniques and approaches.

- Our core competency and reason for existing is to provide *contracting services* across the full spectrum of contracting operations. But the breadth and depth of our mission and how we must accomplish it have changed over the past few years. We must give our Soldiers the capabilities they need, when and where they need them at home and when deployed. Our role

continues to expand beyond writing contracts and managing business processes to additionally becoming strategic advisors who, working with other acquisition team members, provide timely business solutions.

- *Soldiers* are our ultimate customers. We do not limit our contracting services to Army organizations alone. The term also includes marines, seamen, airmen, and coast guardsmen. Regardless of whether our services are direct or indirect, one thing will remain constant – support to Soldiers will be first and foremost on our minds.
- In *peace and war – anytime, anywhere!* We understand that our nation is at war and we are 100 percent committed to supporting our nation and its military forces - anytime, anywhere!

## **Strategic Planning Process**

We have limited our strategic planning time horizon to three-years, because a short-range focus is needed to establish a solid foundation, given the brief existence of ACA and the complexity and volatility of our operating environment. We use a strategic planning model that provides for continuous review and assessment to adjust to changes in the environment and to improve our organizational efficiency and effectiveness. We use the Balanced Scorecard approach to translate our vision into a set of actionable objectives with measurable performance indicators developed from five perspectives, which constitute our five goal areas:

- The Mission
- Customer Service
- Business Processes
- People
- Resources

## **Strategic Plan Organization**

The plan is organized into five parts that provide a logical and intuitive flow to the document and facilitate access to information. Sections 1.0, Introduction, 2.0, Strategic Planning Process, and 3.0, Execution, provide general information about the planning process, the organization of the plan, and the procedures and planning events for conducting the strategic planning program. The heart of the plan is in Section 4.0, Goals, Objectives and Strategies. This section contains the objectives and corresponding metrics that must be accomplished to satisfy the five Balanced Scorecard goal categories. The fifth part contains specific action plans, key strategic planning dates, and other information in the appendices that are ancillary to the plan or subject to more frequent updating.

## Responsibilities

*Director, Army Contracting Agency, Fort Lewis WA:* has overall responsibility for DOC strategic planning; provides strategic vision and direction; and ensures that adequate resources are available.

*Deputy Director, Army Contracting Agency, Fort Lewis, WA:* serves as senior advisor to the Director and overall action officer for the planning effort, with responsibility for publication, execution and maintenance of the plan; schedules and coordinates strategic planning events; and ensures that strategic planning events are conducted in a timely manner.

*Division Chiefs, ACA Fort Lewis, WA:* Proactively support this planning effort to include participation in informal IPTs; and ensure that strategic action plans and work products remain high priority action items and receive the appropriate level of attention and resources.

*Procurement Analyst, ACA Fort Lewis, WA:* shall plan, execute, track and manage strategic action plans and work products; prepare and lead metrics reporting presentations for the applicable Balanced Scorecard goal category at Monthly Reviews and Assessments; attend informal IPT meetings to ensure strategic action plans are being executed appropriately and expeditiously; update action plans and applicable measurements, as required; and keep the Director informed of any resource constraints and obstacles to execution/progress of applicable action plans.

*DOC Staff, ACA Fort Lewis, WA:* Proactively support this planning effort to include participation in informal IPTs; and ensure that strategic action plans and work products remain high priority action items and receive the appropriate level of attention and resources.

## **Strategic Planning Events**

### **Planning Sessions**

The initial “Strategic Planning Team” session was conducted on June 27, 2006, led by DOC’s Procurement Analyst and attended by representatives from Pre-Award, Post-Award, Commercial Items, Credit Card and Office of the Director. Using Lean Six Sigma procedures, the DOC “Strategic Planning Team” accomplished an environmental scanning exercise and analysis that addressed trends, perceptions, problem areas, and other factors that affect DOC. As a result of this exercise, a fishbone diagram was developed to assist in developing potential strategic goals and objectives. The Strategic Planning Team also analyzed input/feedback from surveys received from internal, external customers and staff members.

Additional sessions were conducted over the next six months producing this version of the DOC Balanced Scorecard, with strategic goals and objectives established

### **On-going Strategic Planning Events**

*Goal Owner Quarterly IPTs:* Goal Owners will conduct at least one informal IPT meeting each quarter to meet with coordinating partners and discuss action plan execution, progress and obstacles/challenges, and make sure that execution of the plan remains on course and is not overcome by day-to-day problems and activities.

*Quarterly Review and Assessment:* The responsibility for scheduling and coordinating the Quarterly Review and Assessment will be with the Procurement Analyst. These briefings will ensure that implementation of the plan remains on track and that needed changes are identified and accomplished in a timely manner. Each Goal Owner will brief the status of his or her goal category.

### **Performance Management**

Establishing effective, relevant and appropriate measurements or metrics is the heart of any Strategic Planning effort. These measurements allow the organization to accurately monitor and assess its progress and performance toward achieving our defined strategic goals and objectives. Additionally, and more importantly, these measurements and their resulting data provide DOC leadership the management information needed to adjust day-to-day operations and the organization’s strategic focus, as well as redistribute and/or prioritize resources and work effort in response to internal and external influences on the organization. Performance Management is the process DOC will follow to apply these measurements in a practical and useable format to produce and use the management information mentioned above.

## Goals, Objectives, and Strategies

*Goal 1 – Mission: Provide effective and efficient business solutions and innovative contracting techniques.* Goal 1 addresses the need to provide efficient and effective business solutions to our customer requirements while simultaneously remaining stewards of regulatory requirements for quality products. Innovative application of contracting techniques remains the primary means for successfully balancing customer and stewardship requirements. It consists of three objectives:

- Provide high quality contracting services
- Strategically manage our socioeconomic program
- Support contingency contracting transformation

*Goal 2 – Customer Service: Provide superior customer service.* Superior customer service is paramount for retention of our customer base. Competition among service providers drives excellence in customer service, efficiency, economy and accessibility. The purpose of this goal is to continuously improve the high quality of contracting support we provide our customers. It contains four objectives:

- Improve direct support to customers
- Improve communication and accessibility for our customers
- Promote strategic alliances
- Improve customer education and training

*Goal 3 – Business Processes: Continuously improve our business processes--internal and external, local and enterprise wide.* This goal addresses the need to continuously improve business processes to provide world-class contracting support to soldiers. It includes two objectives:

- Improve internal administration, communications, processes, procedures, and policies
- Integrate Lean Six Sigma into our standard business processes

*Goal 4 – People: Ensure that we are a skilled, capable, and professional acquisition workforce.* This goal will ensure that the DOC hires and retains the personnel resources essential for the execution of the DOC mission. It is critical to recruit and retain 100 percent of our authorized personnel in order to demonstrate the impact of mission growth without the authorization of additional assets. It contains four objectives:

- Develop senior acquisition leaders
- Improve quality of contracting workforce and other staff level support
- Strategically manage recruiting and retention

- Continuously improve Quality of Life (QOL) and Quality of the Workplace (QOW) for DOC workforce

*Goal 5 – Resources: Ensure DOC effectively uses available resources to accomplish our worldwide contracting mission.* As a nation at war in an era of constrained resources, we must take all necessary actions to ensure efficient, cost-effective acquisition of required goods and services. This requires identification and implementation of organization structures and procedures that promote greater efficiency.

- Establish stable funding profile with equitable distribution of resources.
- Reallocation of human resources.



# 1.0 Introduction

## 1.1 Purpose

The purpose of this strategic plan is to ensure the DOC synchronizes its effort to ensure the organization moves forward into the future working toward a common vision and focus. The DOC is comprised of professionally trained and educated contracting experts using processes focused on providing world-class contracting support to a myriad of customers. This strategic plan identifies the vision, mission, goals and objectives that will allow us to identify, develop, improve and maintain the contracting people, processes, policies and enabling capabilities of the present and for the future.

## 1.2 Strategic Plan Organization

This strategic plan is organized into five parts: Introduction; Strategic Planning Process; Execution; Goals, Objectives and Measurements; and Appendices. This organization is intended to provide a logical and intuitive flow to the document and facilitate easy access to information. Sections 1.0 and 2.0 (Introduction and Strategic Planning Process) provide general information on the DOC strategic planning effort and strategic plan. Section 3.0 (Execution) contains specific guidance and procedures on how the DOC will conduct its strategic planning program. Section 4.0 (Goals, Objectives and Measurements) is the heart of the plan and includes the definition and scope of each strategic goal and objective. Additionally, section 4.0 highlights each goal and objective's performance measurement. The appendices are included as a repository for relevant information that is ancillary to the plan or has a short-term focus and/or is subject to reoccurring changes and updates. Examples include performance measurement details, specific action plans and key strategic planning dates.

## 1.3 Vision and Mission Alignment

Our vision and mission are aligned with the Headquarters Army Contracting Agency (ACA) and ACA Northern Region strategic plans, Army Values (Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage), the Army vision, and Assistant Secretary of the Army for Acquisition, Logistics, and Technology's (ASA (ALT)) vision. We also align with the Federal Acquisition Regulation (FAR) vision "to deliver on a timely basis the best value product or service to the customer, while maintaining the public's trust and fulfilling public policy objectives."

## 1.4 Vision - The DOC Vision is to:

*"Be the premier customer-driven Business Services Office of all Agencies within the Pacific Northwest Region by providing Team Lewis Soldiers with installation and mission acquisition support that allows them to be persuasive in peace and invincible in war anytime, anywhere!"*

Doc's vision shapes the way we make decisions about the future of our organization and how we support our customers. To use our vision to influence behavior and actions, we must all understand its core meaning.

- *Premier* simply denotes being “The Best in Class”! When compared to others within our field “DOC, Fort Lewis” will always be 1<sup>st</sup>. To be “The Best in Class” DOC must exceed customer expectations in every way.
- *World-Class* simply denotes being best! And to be the best, DOC must be agile and remain mission and customer focused at all times without losing sight of providing quality products and services prepared and managed in accordance with applicable laws and regulations. We must continuously strive to improve our internal business processes and develop new and innovative techniques and approaches to support our customers.
- While *contracting services* is our core competency and reason for existing, our role as contracting professionals has evolved into that of *Business Advisors*. As business advisors, we provide cradle to grave acquisition support and management.
- The DOC provides contracting services to *Soldiers* - our ultimate customer. Our contracting services are not limited to Army organizations alone and the Army Contracting Agency considers the term Soldiers to represent all military members in uniform, retirees, civilians, and dependents. Regardless of whether our services are direct or indirect, one thing will remain constant – support to Soldiers will be first and foremost on our minds.
- In *peace and war – anytime, anywhere!* The United States is a nation at war and the DOC is 100 percent committed to supporting our nation and its military forces - anytime, anywhere!

## 1.5 Mission - The DOC mission is:

“Our **mission** is to *provide World-Class customer-driven Business Service Office providing a tactical advantage to Team Lewis Soldiers with business solutions that increase their effectiveness and operational readiness to allow them to react quickly and proactively to their changing mission needs.*”

Although, our primary mission has not changed, the breadth and depth of the mission and how we accomplish it has changed over the past few years. It is imperative that we ensure Soldiers have the capabilities they need, when they need them, to support the Army's mission at home, abroad and while deployed. Our role continues to expand beyond writing contracts and managing business processes to additionally becoming business advisors who, working with other acquisition team members, provide timely business solutions.

## **2.0 Strategic Planning Process**

### **2.1 Overview**

DOC's strategic planning time horizon is three-years. This relatively short-range focus is required, at least initially, to establish a solid foundation to build upon. With this three-year focus, the strategic planning process follows a deliberate planning and execution model that is described in detail at Appendix E. One of the primary goals of this model is ensuring a continuous holistic and comprehensive analysis of internal and external influences on the organization is integrated into the planning process. Significant progress has been made to date; the strategic goals and objectives identified in this plan are linked and support higher headquarters guidance and attempt to counter current contracting and organizational challenges facing the DOC and The Army Contracting Agency.

### **2.2 Balanced Scorecard**

The DOC applies the Balanced Scorecard framework for strategic management and measurement. Basically, the Balanced Scorecard approach provides a methodology for translating the organization's vision into a set of performance indicators distributed among multiple perspectives: Mission, Customer Service, Business Processes, People, and Resources. One of the primary benefits of the Balanced Scorecard is that it helps focus the organization on what must be done to provide value for the customer. The DOC uses the Balanced Scorecard (see Appendix D) approach to:

- a. Align vision and mission with organizational goals and objectives, customer requirements and day-to-day work.
- b. Establish, manage and evaluate strategy.
- c. Monitor operation efficiency and organizational improvements.
- d. Build organizational capacity.
- e. Communicate progress to the workforce.
- f. Measure financial and customer results, operations, and organizational capacity.
- g. Continuously update and improve the organization's strategic planning effort.

## 2.3 Strategic Management System (SMS)

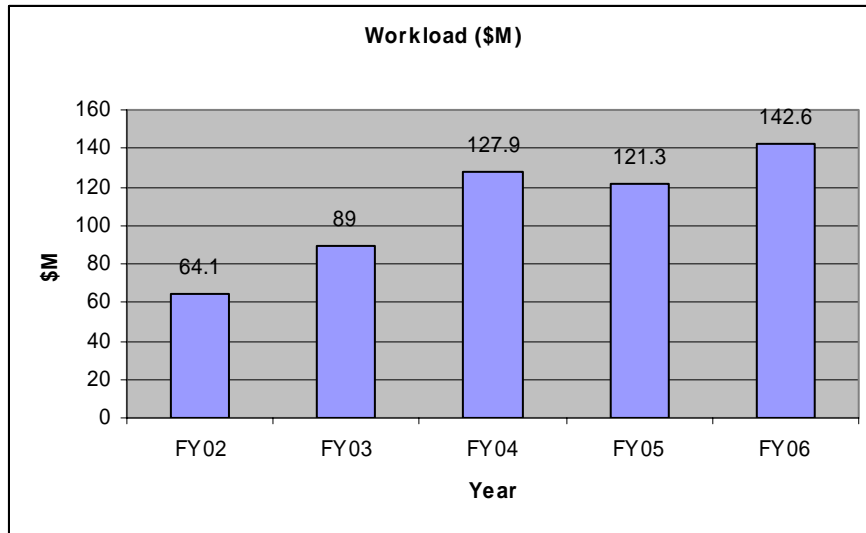
The SMS is the Army approved system for measuring strategic readiness and progress in achieving transformational goals. Developed by the Army G3, the SMS is an automated variation of the Balanced Scorecard model that starts at the lowest possible organizational level and flows progressively upwards to Army level. With organizations' Balanced Scorecards activated and maintained in the Army-wide SMS, Army leadership possesses drill-down capability to review, analyze and assess organizational progress, performance and measurement criteria. Key components to the SMS' success and integrity are applying appropriate measurement criteria and following through with proactive, and ideally automated, data collection and reporting.

The ASA (ALT) is committed to supporting the SMS. In a September 23, 2004, Memorandum, Subject: Implementation of the Strategic Readiness System (SRS), the ASA (ALT) directed each of his direct reporting activities to build their Balanced Scorecards in the SRS. (Note: The Standard Readiness System (SRS) recently transitioned to the Strategic Management System (SMS).) In compliance with this directive, the Army Contracting Agency provided its initial input to the OASA (ALT)'s SRS effort and continues to provide additional data as the organization's strategic planning effort and plan matures. Although the process is ongoing as continuous improvements and modifications are applied to existing Balanced Scorecards, the ASA(ALT)'s desired end-state is a complete organization Balanced Scorecard activated in SMS with valid measurements/metrics established and employed (ideally automated) for each objective.

While DOC is not currently required to utilize SMS, this strategic plan has been developed following the SMS processes to assist in meeting current and/or any future requirements received from Army Contracting Agency, Northern Region.

## 2.4 Army Contracting Environment

It is a very turbulent time for our Army and its acquisition community. With the Global War on Terrorism, competing funding priorities, and multiple transformation events on-going simultaneously (Global Realignment, Army Modularity, Joint Basing, ACA Reorganization, Contingency Contracting Realignment, etc.), the two things we can be certain about in the future are continued *change* and *funding constraints*. In the midst of these turbulent times, while DOC has been around for many years, Army Contracting Agency, as an organization, is a relatively new organization. At a little over three years old, the Army Contracting Agency has reduced its authorized operating manpower strength by approximately twelve percent, from 2,301 in Fiscal Year (FY) 2002 to 2,043 in FY 2006, while facing an increasing workload that has more than doubled since FY 2002. As a result DOC has also reduced its authorized operating manpower strength by 10%, while facing a 122% increase workload over the same period.



DOC Workload (Source: PD2, FPDS-NG, ACBIS, APS)

Despite these challenges, DOC remains extremely optimistic that we will continue to provide value-added services to our customers and effective contracting support to Team Fort Lewis Soldiers. Through constant dialogue with IMCOM, FORSCOM, MAMC, other Team Lewis units and ACANR focused on highlighting funding and workload imbalances; increased partnering with our customers; and strategically planning the future direction and priorities for the organization, DOC will successfully weather these turbulent times.

## 2.5 Higher Headquarters' Guidance

The DOC's strategic plan draws from both, Army Contracting Agency, Headquarters and ACA Northern Region strategic plans which provide higher level guidance. The linkage between the DOC's strategy and this body of guidance is critical because it ensures the "Commander's Intent" effectively flows from top down and is accurately communicated to the subordinate levels of this organization. The following table highlights relevant goals and priorities established by the Secretary of Defense (SECDEF); the Under Secretary of Defense for Acquisition, Technology and Logistics (USD (AT&L)); the Secretary and Chief of Staff of the Army, the ASA (ALT), ACA Headquarters, and ACA Northern Region that most directly affect the Director of Contracting.

### DOD and DA Priorities and Strategic Objectives

SECDEF's Priorities
<ul style="list-style-type: none"> <li>• Successfully pursue the global war on terrorism</li> <li>• Strengthen joint war fighting capabilities</li> <li>• Transform the joint force</li> <li>• Optimize intelligence capabilities</li> </ul>

- Improve force manning
- New concepts of global engagement
- Counter the proliferation of weapons of mass destruction
- Homeland security
- Streamline DoD processes
- Improve interagency process, focus and integration

#### **USD(AT&L) Goals**

- Improve the credibility and effectiveness of the acquisition, technology and logistics support process
- Revitalize the acquisition, technology and logistics workforce
- Improve the health of the defense industrial base
- Rationalize our weapon systems and infrastructure with the new defense strategy
- Initiate those high leverage technologies that will provide the war fighting capabilities and strategies of the future

#### **2006 Army Game Plan – Four Overarching, Interrelated Strategies**

- Provide Relevant and Ready Land power for the 21<sup>st</sup> century Security Environment
- Train and equip soldiers to serve as warriors and grow adaptive leaders
- Sustain an All Volunteer Force Composed of Highly Competent Soldiers that are provided an equally high quality of life
- Provide infrastructure and support Enable the Force to Fulfill Its Strategic Roles and Mission.  
We are providing infrastructure and support to ensure the Army is able to execute its mission. We are:
  - Investing in our bases that house and deploy our Soldiers, depots, arsenals, and the information network that connects them
  - Adjusting our global footprint to be better positioned for the challenges of the 21<sup>st</sup> century and the long war on terrorism
  - Consolidating our activities to become more effective (to do our job better) and more efficient (with best use of resources).
  - Reengineering the Army's business processes to free human and financial resources for more compelling operational needs
  - Reducing cycle time, overhead, and cost in every aspect of what we do.

#### **ASA(ALT) Strategic Initiatives**

- Equip the Army for the 21<sup>st</sup> Century
- Promote seamless integration of Acquisition/Logistics processes
- Shape an Acquisition Workforce Poised to succeed
- Promote strategic partnerships and cooperative programs

- Support and enhance the efficiency of the Army infrastructure
  - Maintain effective installation contracting support (Ways)

#### **ACAHQ Strategic Goals**

- Provide effective and efficient business solutions and innovative contracting techniques.
- Provide superior customer service.
- Continuously improve our business processes; internal and external, local and enterprise-wide.
- Field a skilled, capable, and professional acquisition workforce
- Ensure effective use of available resources to accomplish ACA's world-wide contracting mission.

#### **ACANR Strategic Goals**

- React to customers and their changing missions.
- Balanced contracting core.
- A culture of improvement.
- Experienced and dedicated workers and leaders.

## **3.0 Execution**

### **3.1 Responsibilities**

#### **3.1.1 Director, Army Contracting Agency, Fort Lewis, WA**

- a. Maintains overall responsibility for the Agency's strategic planning effort.
- B. Provides overarching strategic vision, guidance and direction.
- c. Ensures resources are available to successfully plan and execute the DOC's strategic plan.

#### **3.1.2 Deputy Director, Army Contracting Agency, Fort Lewis, WA.**

- a. Serves as the Director's senior advisor and action officer for DOC's strategic planning effort.
- b. Publishes, executes and maintains Doc's Strategic Plan.
- c. Schedules and coordinates strategic planning events, as defined in this Strategic Plan.
- d. Ensures strategic planning events are conducted in a timely manner.

#### **3.1.3 Division Chiefs, Army Contracting Agency, Fort Lewis, WA.**

- a. Proactively support DOC's strategic planning effort to include participation and/or providing team members on DOC's strategic planning related informal Integrated Product Teams (IPT).
- b. Ensure strategic action plans or work products falling within scope of responsibility remain a priority action item and receive the appropriate level of attention and resources.

#### **3.1.4 Supervisors, Army Contracting Agency, Fort Lewis, WA.**

- a. Proactively support DOC's strategic planning effort to include participation and/or providing team members on DOC's strategic planning related informal Integrated Product Teams (IPT).
- b. Ensure strategic action plans or work products falling within scope of responsibility remain a priority action item and receive the appropriate level of attention and resources.



### **3.1.5 Procurement Analyst, Army Contracting Agency, Fort Lewis, WA.**

- a. Maintain overall responsibility for applicable Balanced Scorecard Goal category (Mission, Customer Support, Business Processes, People and Resources).
- b. Update action plans and applicable measurements, as required.
- c. Assist Director in establishing informal Integrated Product Teams (IPT) with appropriate personnel and organizational representation to plan, execute and manage strategic action plans and work products.
- d. Attend at least one monthly informal IPT strategic planning meeting to ensure strategic action plans are being executed appropriately and expeditiously.
- e. Prepare and lead metrics reporting presentations for applicable Balanced Scorecard Goal category (Mission, Customer Support, Business Processes, People and Resources) at all Review and Assessments meetings.
- f. Keep the Director informed of resource constraints and obstacles inhibiting execution/progress of applicable action plans.

### **3.1.6 Goal Owners (IPT Team Leaders)**

- a. Assist Deputy Director in establishing informal Integrated Product Teams (IPT) with appropriate personnel and organizational representation to plan, execute and manage strategic action plans and work products.
- b. As Team Leader you maintain overall responsibility for team success.
- c. Update action plans and applicable measurements, as required.
- d. Hold at least one monthly informal IPT strategic planning meeting to ensure strategic action plans are being executed appropriately and expeditiously.
- e. Prepare and maintain meeting minutes and files and provide updated progress reports of action plans at all Review and Assessments meetings.
- f. Keep the Deputy Director informed of resource constraints and obstacles inhibiting execution/progress of applicable action plans.

### **3.1.7 Staff Members, DOC, ACA, Fort Lewis, WA.**

- a. Proactively support DOC's strategic planning effort to include participation on DOC's strategic planning related informal Integrated Product Teams (IPT).

b. Ensure strategic action plans or work products falling within scope of responsibility remain a priority action item and receive the appropriate level of attention.

## **3.2 Strategic Planning Events**

### **3.2.1 Overview**

Following the strategic planning model described in Appendix E, DOC has made significant strides implementing its formal strategic planning program. In an effort to document events/actions taken in standing up this program, a brief synopsis of initial planning events are provided below. Additionally, the purpose, expectation and content of reoccurring scheduled strategic planning events are also described below.

### **3.2.2 Initial Planning Session**

The initial “Strategic Planning Team” session was conducted on June 27, 2006, led by DOC’s Procurement Analyst and attended by representatives from Pre-Award, Post-Award, Commercial Items, Credit Card and Office of the Director. Using Lean Six Sigma procedures, the DOC “Strategic Planning Team” accomplished an environmental scanning exercise and analysis that addressed trends, perceptions, problem areas, and other factors that affect DOC. As a result of this exercise, a fishbone diagram was developed to assist in developing potential strategic goals and objectives. The Strategic Planning Team also analyzed input/feedback from surveys received from internal, external customers and staff members.

Additional sessions were conducted over the next six months producing this version of the DOC Balanced Scorecard, with strategic goals and objectives established

### **3.2.3 On-going Strategic Planning Events**

*Goal Owner Monthly IPTs:* Goal Owners will conduct at least one informal IPT meeting each month to meet with coordinating partners and discuss action plan execution, progress and obstacles/challenges, and make sure that execution of the plan remains on course and is not overcome by day-to-day problems and activities.

*Quarterly Review and Assessment:* The responsibility for scheduling and coordinating the Quarterly Review and Assessment will be with the Procurement Analyst. These briefings will ensure that implementation of the plan remains on track and that needed changes are identified and accomplished in a timely manner. Each Goal Owner will brief the status of his or her goal category

### **3.2.4 Goal Owner Monthly Integrated Product Teams (IPTs)**

As described in paragraph 3.1 - Responsibilities, Goal Owners are required to conduct a minimum of one informal IPT meeting monthly. The purpose of this meeting

is to allow the Goal Owner at least one opportunity monthly to meet with coordinating partners to discuss action plan execution, progress and obstacles/challenges. Coordinating partners may include primary action officers responsible for each supporting strategic objective and their associated action plans, process owners, and/or representatives from applicable divisions. The intent of Goal Owner Monthly IPTs is to ensure action plan execution and visibility continues throughout the respective month and is not overcome by events. The format, venue, content, and scheduling of Monthly Goal Owner IPTs is left to the discretion of the respective Goal Owner.

### **3.2.5 Monthly Review and Assessments**

The purpose of Monthly Review and Assessments is to monitor and assess progress and performance toward achieving the DOC strategic goals; update and/or refine elements (guidance, direction, measurements, action plan tasks, etc.) of the strategic plan; and provide a forum to engage in strategic planning presentations, discussions or tasks. Goal Owners will brief their respective goal category of the DOC's Balanced Scorecard in accordance with the direction and milestones established in this Strategic Plan. The Procurement Analyst will schedule and coordinate the agenda and logistics for Monthly Reviews and Assessments. In order to effectively implement or incorporate course corrections and Director's guidance into the strategic planning effort, Monthly Review and Assessments will be scheduled, whenever possible, early in the month immediately following the month being reviewed. It must be recognized that the longer the lag time between the end of the month and the Monthly Review and Assessment, the less effective the process for incorporating changes into current operations.

### **3.2.6 Annual Strategic Planning Workshops**

The Annual Strategic Planning Workshops provide a dedicated, focused venue to discuss strategic planning topics and trends impacting the organization and to develop, revise or revalidate elements of the strategic plan. The content of the Annual Strategic Planning Workshops, when possible, will include the current Monthly Review and Assessment; discussion topics or planning activities recommended by the Procurement Analyst and general topics of interest as directed by the Director, Deputy Director and Division Chiefs. However, at a minimum, time will be allotted to revalidate DOC's vision and mission statements and strategic goals and objectives to ensure they continue to be applicable and appropriate for a "rolling" three-year time horizon. The Annual Strategic Planning Workshop may be conducted over a period of one or two days, as required, and the Procurement Analyst will schedule and coordinate the Workshop agenda and logistics.

## **3.3 Performance Management**

### **3.3.1 Overview**

Establishing effective, relevant and appropriate measurements or metrics is the heart of any Strategic Planning effort. These measurements allow the organization to accurately monitor and assess its progress and performance toward achieving our defined strategic goals and objectives. Additionally, and more importantly, these measurements and their resulting data provide the DOC leadership the management information needed to adjust day-to-day operations and the organization's strategic focus, as well as redistribute and/or prioritize resources and work effort in response to internal and external influences on the organization. Performance Management is the process DOC will follow to apply these measurements in a practical and useable format to produce and use the management information mentioned above. Discussion in this section includes the process and criteria used to develop DOC's current set of strategic measurements (Appendix A); the critical data elements necessary to define, implement and sustain specific measurements; and the methodology that will be used for reporting purposes to quantify the overall progress and performance toward achieving each Strategic Goal.

### **3.3.2 Process and Criteria**

As stated above, establishing effective, relevant and appropriate measurements is the heart of any Strategic Planning effort. In order to produce useful and meaningful management information from them, these measurements must be thorough, well thought out and defined/described in detail. With that said, it must be noted that like every part of DOC's Strategic Plan, measurements are dynamic and can, and most likely will, change over time. Operations tempo and resource constraints, among other factors, dictate that we remain agile in what we measure and the manner in which we measure it. Because we know this, the DOC Performance Management program includes a monthly assessment of our strategic measurements and measurement techniques.

DOC's current set of strategic measurements are the result of focused and deliberate planning by the organization's senior leadership to ensure, as an organization, we are measuring the correct processes, programs, and events. Ideally, strategic measurements are leading indicators that are outcome based and provide an objective assessment of performance. Regardless of the type of measure applied – lagging or leading, outcome or output, objective or subjective – the following criteria will be rigorously adhered to:

- Meaningful – related directly to the organization missions and goals
- Valuable – measure what is important
- Balanced – inclusive of different types of measures
- Practical – affordable price to retrieve and/or capture data
- Comparable – useful in making comparisons with other data over time
- Credible – based on accurate and reliable data

- Timely – designed to use and report data in a usable timeframe
- Simple – easy to calculate and understand

### 3.3.3 Data Elements

This paragraph identifies and describes the important Data Elements of each performance measure. The intent is to ensure consistency Agency-wide in the generation and reporting of assessment results. For each measure, the following information is provided:

- **Goal** – Identifies the overarching goal to which the measurement applies.
- **Objective** – Identifies the strategic objective to which the measurement applies.
- **Measurement** – identifies the specific measure in question.
- **Definition** - The Definition is a “Plain English” explanation of what the measure is intended to cover.
- **Target Ranges** – The Target Ranges are established measurement goals that the organization strives to achieve for each measure. Results falling within the Green band indicate the process, program or event being measured is on track and no problems or delays are evident or anticipated. Results falling within the Yellow band indicate that minor problems are evident and/or anticipated and the organization’s leadership should pay particular attention to the process, program or event being measured. Results falling within the Red band indicate that significant problems are present that demand the immediate attention of the organization’s leadership.
- **Data Requirements** – Data Requirements include the specific data items that must be gathered to perform the measurement, as described in the definition.
- **Source** – The Source identifies the medium or means in which the data requirements will be collected from to perform the measurement. Sources could range from manual data collection to automated management information systems.
- **Unit of measure** – The Unit of Measure identifies the output format in which the measurement will be represented.
- **Frequency** – The Frequency identifies reoccurring timeframe the measurement will be performed.
- **Formula** – The Formula describes how the measurement will be computed, if applicable.

- **Measure Provider** – The Measure Provider identifies the individual and/or organization responsible for collecting the data requirements, performing the measurement, and reporting the results to the Measure Owner.
- **Strategy Owner(s)** – The Strategy Owner(s) identifies the DOC individuals responsible for obtaining results.

### 3.3.4 DOC's Strategic Planning Goals, Objectives, and Strategies

The following table shows the overarching goals DOC has selected and the performance objectives and strategies that will enable DOC to attain each goal. Section 4 describes in detail how each objective relates to the corresponding strategic goal. Section 4 also includes a description of the measurements, which are described in detail in Appendix A.

GOAL	OBJECTIVES	STRATEGY
<b>Mission:</b> Provide effective and efficient business solutions and innovative contracting techniques.	<b>M1:</b> Provide high quality contracting services	<b>M1.1</b> – Customer Satisfaction <b>M1.2</b> – Customer Planning Support in the use of Integrated Product Teams (IPT) <b>M.1.3</b> – Competition
	<b>M2:</b> Strategically manage socioeconomic programs	<b>M2.1</b> – Small Business Goals – Annual Progress Measurement <b>M2.2</b> – Small Business Goals – Monthly Progress Tracking
	<b>M3:</b> Support contingency contracting transformation	<b>M3.1</b> – Contingency Contracting Officer (CCO) Individual Training Proficiency <b>M3 .2</b> – CCO Team Training Proficiency
GOAL	OBJECTIVES	STRATEGY
<b>Customer Service:</b> Provide superior customer service.	<b>C1:</b> Improve direct support to customers	<b>C1.1</b> - Interactive Customer Evaluation (ICE) <b>C1.2</b> - Internal Customer Satisfaction Surveys <b>C1.3</b> – External Customer Satisfaction Surveys <b>C1.4</b> – Employee Satisfaction Surveys
	<b>C2:</b> Improve communication and accessibility for our customers	<b>C2.1</b> – Provide a High Quality Communication and Accessibility network <b>C2.2</b> – Develop a customer friendly escalation plan

	<b>C3:</b> Promote strategic alliances	<b>C3.1</b> – Build Alliances with IMCOM Staff <b>C3.2</b> - Build Alliances with FORSCOM Units <b>C3.3</b> – Build Alliances with ACAHQ, ACANR, PARCs, and DOCs.
	<b>C4:</b> Improve customer education and training	<b>C4.1</b> – Provide On-Site Training <b>C4.2</b> – Provide On-line Training
GOAL	OBJECTIVES	STRATEGY
<b>Business Processes:</b> Continuously improve our business processes; internal and external, local and enterprise-wide.	<b>Objective B1:</b> Improve internal administration and communications processes, procedures & policies	<b>B1.1</b> - Standardization of Library Documents <b>B1.2</b> – Establish role responsibilities for the Library Maintenance <b>B1.3</b> - Integrate updates to the Web-sites <b>B1.4</b> – Establish a Professional Customer Support Center
	<b>Objective B2:</b> Integrate Lean Six Sigma (LSS)	<b>B2.1</b> – Lean Six Sigma Project Execution and Tracking
GOAL	OBJECTIVES	STRATEGY
<b>People:</b> Recruit and develop a skilled, capable, and professional acquisition workforce.	<b>Objective P1:</b> Develop Acquisition Leaders and Supervisors	<b>P1.1</b> – Senior-Level Leadership training <b>P1.2</b> – Mid-Level Leadership training <b>P1.3</b> – Entry-Level Leadership training
	<b>Objective P2:</b> Improve the quality of the acquisition workforce	<b>P2.1</b> – Professional training <b>P2.2</b> – Certification <b>P2.3</b> – Cross-training <b>P2.4</b> – Support memberships in Professional Organizations
	<b>Objective P3:</b> Strategically manage recruitment and retention	<b>P3.1</b> – Develop an assessment panel to provide initial applicant review <b>P3.2</b> – Develop a new employee orientation program <b>P3.3</b> – Develop a comprehensive exit interview program
	<b>Objective P4:</b> Continuously improve Quality of Life (QOL) and Quality of Workplace (QOW) for DOC workforce	<b>P4.1</b> – Employee Satisfaction on Work-Life Balance <b>P4.2</b> – Develop alternative work/life balance rewards and incentives <b>P4.3</b> – Increase responsibility and empowerment of employees

GOAL	OBJECTIVES	STRATEGY
<b>Resources:</b> Ensure DOC effectively uses available resources to accomplish its contracting mission.	<b>Objective R1:</b> Establish stable funding profile with equitable distribution of resources	<b>R1.1</b> – Develop and maintain a baseline budget to meet increasing requirements <b>R1.2</b> – Work with ACA to facilitate funding and budget control to the Command Level
	<b>Objective R2:</b> Allocation of human resources properly	<b>R2.1</b> – Identify, track, and develop individual business skills within DOC staff <b>R2.2</b> –Utilize individual business skills to improve customer service, employee satisfaction and quality.



## Appendix A – Strategic Measurements

This paragraph identifies and describes the important Data Elements of each of the following performance measurements. The intent is to ensure consistency Agency-wide in the generation and reporting of assessment results. For each measure, the following information is provided:

- **Goal** – Identifies the overarching goal to which the measurement applies.
- **Objective** – Identifies the strategic objective to which the measurement applies.
- **Measurement** – Identifies the specific measure in question.
- **Definition** – The Definition is “plain English” explanation of what the measure is intended to cover.
- **Target Ranges** – The Target Ranges are established measurement goals that the organization strives to achieve for each measure. Results falling within the Green band indicate the process, program or event being measured is on track and no problems or delays are evident or anticipated. Results falling within the Yellow band indicate that minor problems are evident and/or anticipated and the organization’s leadership should pay particular attention to the process, program or event being measured. Results falling within the Red band indicate that significant problems are present that demand the immediate attention of the organization’s leadership.
- **Data Requirements** – Data Requirements include the specific data items that must be gathered to perform the measurement, as described in the definition.
- **Source** – The Source identifies the medium or means in which the data requirements will be collected from to perform the measurement. Sources could range from manual data collection to automated management information systems.
- **Unit of measure** – The Unit of Measure identifies the output format in which the measurement will be represented.
- **Frequency** – The Frequency identifies reoccurring timeframe the measurement will be performed.
- **Formula** – The Formula describes how the measurement will be computed, if applicable.

- **Measure Provider** – The Measure Provider identifies the individual and/or organization responsible for collecting the data requirements, performing the measurement, and reporting the results to the Measure Owner.
- **Strategy Owner(s)** – The Strategy Owner(s) identifies the DOC individuals responsible for obtaining results.

<b>GOAL:</b>	<i>Mission</i>
<b>OBJECTIVE</b>	<i>M1 – Provide high quality contracting services</i>
<b>STRATEGY</b>	<b><i>M1.1 – Customer Satisfaction</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure customer satisfaction of DOC's contracting services.	90 – 100	75 – 89	< 75

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Customer comment cards submitted	ICE System	Over all rating %	Monthly, Quarterly and Annual
Internal Customer Survey	Electronic / Paper Survey	Over all rating %	Semi-Annual
External Customer Survey	Electronic / Paper Survey	Over all rating %	Annual
Employee Satisfaction Survey	Electronic / Paper Survey	Over all rating %	Semi-Annual

FORMULA
Total score received divided by the total possible score from comment cards received for report period (ICE).
Total score received divided by the total possible score from completed surveys

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs

<b>GOAL:</b>	<i>Mission</i>
<b>OBJECTIVE</b>	<i>M1 – Provide high quality contracting services</i>
<b>STRATEGY</b>	<b><i>M1.2 – Customer Planning Support in the use of Integrated Product Team's (IPT)</i></b>

DESCRIPTION	GREEN	AMBER	RED
Establish strategies for Integrated Product Teams for all services contracts greater than \$100K utilizing DOC personnel as Team Leaders responsible for results.	90 – 100	75 – 89	< 75

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Projected Action Report IPT Charters Advance acquisition report	ACBIS Team Leaders	Percentage % Of possible IPTs	Monthly As developed

FORMULA
Total IPTs established divided by Total Possible IPTs

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs, Supervisors, Goal Owners

<b>GOAL:</b>	<i>Mission</i>
<b>OBJECTIVE</b>	<i>M1 – Provide high quality contracting services</i>
<b>STRATEGY</b>	<b><i>M1.3 – Competition</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure the percentage of contracts (in dollars) that were competitively awarded compared to total dollars obligated for the current month, quarter and year to date.	91 – 100	75 - 90	< 75

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
FPDS Competition Fields (C3)	<ul style="list-style-type: none"> <li>▪ FPDS-NG (Primary)</li> <li>▪ Extract from ACBIS</li> </ul>	Percentage %	Monthly, Quarterly Year to Date

FORMULA
Total dollars obligated for contract actions reported with FPDS-NG Field C3 as “A” minus contract actions reported as modifications and/or de-obligations divided by total dollars obligated for contract minus contract actions reported as modifications and/or de-obligations.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs, DOC Staff

<b>GOAL:</b>	<i>Mission</i>
<b>OBJECTIVE</b>	<i>M2 – Strategically manage socioeconomic program</i>
<b>STRATEGY</b>	<b><i>M2.1 – Small Business Goals – Annual Progress</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure DOC's cumulative progress toward achieving all annual small business goals including Small Business (SB), Small Disadvantaged Business (SDB), Women Owned Small Business (WOSB), Historically Underutilized Business Zone (HUBZone), Service-Disabled Veteran Owned Small Business (SDVOSB), Historically Black Colleges and Universities and Minority Institutions (HBCU/MI). Percentage compared against annual goal.	100	50 - 99	< 50

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Timeframe for reporting Small Business categories' goals, Small Business categories' current status	Army Contracting Business Intelligence System (ACBIS)	Percentage	Annual

FORMULA
Total dollars obligated for each Small Business category divided by total eligible dollars obligated.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs, DOC Staff

<b>GOAL:</b>	<i>Mission</i>
<b>OBJECTIVE</b>	<i>M2 – Strategically manage socioeconomic program</i>
<b>STRATEGY</b>	<b><i>M2.2 – Small Business Goals – Monthly/ Quarterly Progress</i></b>

DESCRIPTION	GREEN	AMBER	RED
<p>Measure the DOC's quarterly progress toward achieving all annual small business goals including SB, SDB, WOSB, SDVOSB, HUBZone, and HBCU/MI.</p> <p>Measurement is computed based on the variance between the reporting quarter percentages and the annual targets. The corresponding quarter from the two previous fiscal years will be displayed for comparison in relation to the same period (quarter) for the preceding two fiscal years.</p>	> -5%	-6% to -15%	< -15%

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
<p>Small Business categories</p> <p>Current quarterly progress for each SB category</p> <p>% variance between current quarter and the annual goal</p>	<p>Army Contracting Business Intelligence System (ACBIS)</p>	<p>Percentage variance</p>	<p>Monthly / Quarterly</p>

FORMULA
<p>The percentage for each small business category is derived from the reportable dollars for each small business category divided by the total eligible dollars obligated from the last completed month / quarter of current fiscal year. The variance is determined by subtracting the completed current fiscal quarter percentages from the respective annual targets. The metric is measured by this variance.</p>

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs, DOC Staff

<b>GOAL:</b>	<i>Mission</i>
<b>OBJECTIVE</b>	<i>M3 – Support the transformation of contingency contracting</i>
<b>STRATEGY</b>	<b><i>M3.1 – CCO Individual Training Proficiency</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure the effectiveness of the Agency's CCO training program by forecasting each CCO's ability/capability to reach trained status by the six month mark. Trained is defined as demonstrated proficiency for those items listed in the CCO Job Book for Phase I by six months time on station. This is a subjective assessment for all CCO's attached to ACA DOCs for training. Green indicates the CCO is on track, yellow predicts that the soldier may not reach trained status for whatever reason; red predicts the soldier will not achieve trained status by the six month mark. For the purpose of this measure, CCO's already meeting the six-month training standard will be recorded as green.	≥ 90	75 - 89	< 75

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
<ul style="list-style-type: none"> <li>Timeframe for reporting</li> <li>Total number of CCOs attached to ACA DOCs for training</li> <li>Total number of CCOs predicted to reach (or currently are) trained by the 6 month mark</li> <li>Total number of CCOs that may not reach trained status by 6 month</li> <li>Total number of CCOs that will not reach the trained status by the 6 month mark</li> </ul>	Manual data Collection	Percentage of CCOs forecasted as going to meet training standard	Quarterly

FORMULA
Total number of CCOs attached to ACA for training that is reported as "on-track" to meet training standard by the six-month time on station mark divided by the total number of CCOs attached to ACA.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Commercial Items, Division Chief	CI Division Chief, CCOs



<b>GOAL:</b>	<i>Mission</i>
<b>OBJECTIVE</b>	<i>M3 – Support the transformation of contingency contracting</i>
<b>STRATEGY</b>	<b><i>M3.2 – CCO Team Training Proficiency</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure the effectiveness of the Agency's CCO training program by tracking the number of CCO teams and units trained and ready to deploy with warrants at or above the simplified acquisition threshold to support Army and Joint Force Commanders. Trained is defined as demonstrated individual proficiency for those items listed in the CCO Job Book for Phase I tasks by six months time on station for all contracting personnel assigned to any contingency contracting team or unit. Measure will be calculated based on those CCOs that have been on station for at least six months and meet the Phase I or higher trained status.	75 - 100	50 - 74	< 50

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
<ul style="list-style-type: none"> <li>Timeframe for reporting</li> <li>Total number of CCOs on station six months or more</li> <li>Total number of CCOs trained on station six months or more and are trained at the Phase one level</li> <li>CCO training matrixes by team or unit assignment</li> </ul>	Manual data collection	Percentage of CCOs meeting training standard	Quarterly

FORMULA
Number of CCOs attached to ACA for training that have been on station for six months or more and are reported by team or unit with the number of personnel reported as trained, divided by the number of CCOs on station at least six months. Percentage reported will indicate the percentage of each team/unit personnel trained and ready to deploy with a SAT or higher warrant.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Commercial Items, Division Chief	CI Division Chief, CCOs

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C1 – Improve direct support to customers</i>
<b>STRATEGY</b>	<b><i>C1.1 – Interactive Customer Evaluation (ICE)</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure government customers' overall satisfaction with DOC's contracting services through comment cards submitted into the ICE system	90 - 100	75 - 90	< 75

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
<ul style="list-style-type: none"> <li>Timeframe for reporting</li> <li>Number of government customer comment cards submitted</li> </ul>	ICE System	Percentage of comment cards	Quarterly

FORMULA
Number of satisfactory and neutral comment cards received divided by the total number of comment cards received for report period.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst, ICE Coordinator	Director of Contracting, DOC Staff

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C1 – Improve direct support to customers</i>
<b>STRATEGY</b>	<b><i>C1.2 –Internal Customer Satisfaction Survey</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure government customers' overall satisfaction with DOC's contracting services through electronic / paper surveys.	90 - 100	75 - 90	< 75

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Results of Semi-Annual surveys	Electronic Survey	Percentage of comment cards	1 <sup>st</sup> Quarter and 3 <sup>rd</sup> Quarter of each fiscal year.

FORMULA
Total score of each survey returned divided by total possible score of each survey returned.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs, DOC staff

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C1 – Improve direct support to customers</i>
<b>STRATEGY</b>	<b><i>C1.3 –External Customer Satisfaction Survey</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure contractor overall satisfaction with DOC's contracting services through electronic surveys	90 - 100	75 - 90	< 75

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Annual survey of current contractors Survey of potential contractors from solicitations.	Electronic /Paper surveys	Percentage of results	Annual and after Award.

FORMULA
Total score received from returned surveys, divided by the total possible score of returned surveys.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs, DOC Staff

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C2 – Improve communication and accessibility for our customers</i>
<b>STRATEGY</b>	<b><i>C2.1 –Provide a High Quality Communication and Accessibility network.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Provide updated telephone technology that allows for call waiting, message center, and call forwarding capability.	100%	90-99%	< 90%

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
None			

FORMULA
None

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
System Administrator	DOC Staff

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C2 – Improve communication and accessibility for our customers</i>
<b>STRATEGY</b>	<b><i>C2.2 –Develop customer friendly escalation plan.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Provide updated telephone and email addresses on website with hyperlinks.	100%	90-99%	< 90%

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
None			

FORMULA
None

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
System Administrator	DOC Staff

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C3 – Promote strategic Partnerships</i>
<b>STRATEGY</b>	<b><i>C3.1 – Build Partnerships with IMCOM Staff</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop standardized survey that will be used in one-on-one exchanges between DOC leadership and IMCOM Staff Components.	> 90%	80% - 89%	< 79%

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
One-on-one survey cards	Manual based on assessment from DOC Leadership	% score of surveys returned	Quarterly

FORMULA
Total score of surveys returned, divided by total possible score of strategic alliances identified.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	DOC Leadership

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C3 – Promote strategic Partnerships</i>
<b>STRATEGY</b>	<b><i>C3.2 – Build Partnerships with FORSCOM staff</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop standardized survey that will be used in one-on-one exchanges between DOC leadership and FORSCOM staff.	> 90%	80% - 89%	< 79%

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
One-on-one survey cards	Manual based on assessment from DOC Leadership	% score of surveys returned	Quarterly

FORMULA
Total score of surveys returned, divided by total possible score of strategic alliances visited.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
DOC Leadership	DOC Leadership



<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C3 – Promote strategic partnerships</i>
<b>STRATEGY</b>	<b><i>C3.3 – Build Partnerships with ACA Components</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop standardized survey that will be used in one-on-one exchanges between DOC leadership and ACA Components (ACAHQ, ACANR, and PARCs DOCs).	> 90%	80% - 89%	< 79%

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
One-on-one survey cards	Manual based on assessment from DOC Leadership	% score of surveys returned	Quarterly

FORMULA
Total score of surveys returned, divided by total possible score of strategic alliances visited.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	DOC Leadership

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C4 – Improve customer education and training</i>
<b>STRATEGY</b>	<b><i>C4.1 – Provide On-site Training</i></b>

DESCRIPTION	GREEN	AMBER	RED
Provide Training that consists of a block of instruction presented in person designed to inform Team Lewis members about contracting as it effects and supports Team Lewis operations.	≥ 70%	40% - 69%	< 40%

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Training sessions conducted. Number of client groups represented Number of students per class	Manual; course surveys based on total training sessions presented	% of total Staff Elements trained	Quarterly

FORMULA
Number of Commands and/or Staff Elements trained, divided by total number of client elements assigned.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Procurement Analyst, CI Division (Credit Card)

<b>GOAL:</b>	<i>Customer Service</i>
<b>OBJECTIVE</b>	<i>C4 – Improve customer education and training</i>
<b>STRATEGY</b>	<b><i>C4.2 – Provide Intranet Web-site Training</i></b>

DESCRIPTION	GREEN	AMBER	RED
Provide hyperlinks on Intranet site to DAU, Army Logistics Management College, GSA and others as required.			

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Update list			Quarterly

FORMULA
Update hyperlinks as required.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
System Administrator	DOC staff

<b>GOAL:</b>	<i>Business Processes</i>
<b>OBJECTIVE</b>	<i>B1 –Improve internal administration and communications processes, procedures and policies</i>
<b>STRATEGY</b>	<b><i>B1.1 –Standardization of DOC Library</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop project time-line and team to conduct a complete overhaul of DOC common drive eliminating duplicate files and ownership (CI, Post Award, etc)	On track	<2wk late	>2 wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Project timeline Key milestones	Project team	Schedule / Days	Monthly

FORMULA
Based on established milestones.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Project Team Lead	DOC Leadership

<b>GOAL:</b>	<i>Business Processes</i>
<b>OBJECTIVE</b>	<i>B1 –Improve internal administration and communications processes, procedures and policies</i>
<b>STRATEGY</b>	<b><i>B1.2 –Establish Roles, Responsibilities and processes for on-going library maintenance</i></b>

DESCRIPTION	GREEN	AMBER	RED
Identify DOC Librarian and Authors to track changes and provide updates to DOC processes and procedures. Develop time line for edits, updates and replacements.	On track	<2wk late	>2 wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Key milestones	Librarian / Authors	Each	Quarterly

FORMULA
Librarian will track changes, updates, and Authors performance

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Librarian	DOC Leadership, Authors

<b>GOAL:</b>	<i>Business Processes</i>
<b>OBJECTIVE</b>	<i>B1 –Improve internal administration and communications processes, procedures and policies</i>
<b>STRATEGY</b>	<b><i>B1.3 –Integrate updates to the Websites (Internet &amp; Intranet)</i></b>

DESCRIPTION	GREEN	AMBER	RED
Review intranet and internet websites for appropriate and accurate information. Develop process for updating.	On track	<2wk late	>2 wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Project timeline Key milestones	Project team	Schedule / Days	Monthly

FORMULA
Based on established milestones and quarterly review by Librarian

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Librarian	System Administrator, DOC Leadership

<b>GOAL:</b>	<i>Business Processes</i>
<b>OBJECTIVE</b>	<i>B1 –Improve internal administration and communications processes, procedures and policies</i>
<b>STRATEGY</b>	<b><i>B1.4–Establish a Professional Customer Support Center</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop a Lean Six Sigma team to develop a Customer Support Center.	On track	<2wk late	>2 wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Lean Six Sigma Charter Project timeline Key milestones	Goal Owner	Schedule / Days	Monthly

FORMULA
Based on Lean Six Sigma Charter and project timeline

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Goal Owner, Procurement Analyst	DOC Leadership, LSS Team, DOC Staff

<b>GOAL:</b>	<i>Business Processes</i>
<b>OBJECTIVE</b>	<i>B2 – Integrate Lean Six Sigma</i>
<b>STRATEGY</b>	<b><i>B2.1 – Lean Six Sigma Project Execution</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure the progress of establishing, initiating and executing LSS projects against scheduled milestones. Milestones include Identifying potential LSS projects, project approval, project definition, project study and demonstrated improvement.	On-Time	<2wks late	> 2 wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Number of projects proposed/in-process Milestones for each project Current status of each project	Manual data collection	Schedule / Days	Monthly

FORMULA
Based on established milestones.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Goal Owners, Procurement Analyst	DOC leadership, DOC Staff



<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P1 – Develop Senior Acquisition Leaders and Supervisors</i>
<b>STRATEGY</b>	<b><i>P1.1 – Executive Level Leadership Training</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure the number of high potential DOC employees attending executive level leadership training against an annual target goal of 2 per year. Courses include SBLM, SLDP, DLAMP, OLE, PME, CDG, ICAF, and/or Darden/Harvard Business Schools	2	1	0

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Timeframe for reporting Number of employees attending executive level training	Manual data collection	Individuals	Quarterly

FORMULA
None required.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Director	Division Chiefs

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P1 – Develop Senior Acquisition Leaders and Supervisors</i>
<b>STRATEGY</b>	<b><i>P1.2 – Mid-level Leadership Training</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure the percentage of ACA employees in CP 14 with at least 24 Leadership Training related Continuous Learning Point (CLP) hours within the current 2-year DAWIA training cycle. Measurement would be computed based on ACA authorized CP14 strength / # with 24CLPs	$\frac{\text{YR 1}}{\geq 50}$ $\frac{\text{YR 2}}{\geq 90}$	$\frac{\text{YR 1}}{30 - 49}$ $\frac{\text{YR 2}}{80 - 89}$	$\frac{\text{YR 1}}{< 30}$ $\frac{\text{YR 2}}{< 80}$

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Timeframe for reporting Timeframe – Year 1 or 2 in DAWIA training cycle Employee population - CP14 Training related courses available (need to know for plan from ACTEDS) Percentage of employees meeting standard	Manual data collection	Percentage	Quarterly

FORMULA
Number of CP14 employees meeting training standard divided by the total number of CP14 employees.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Director	Davison Chiefs

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P1 – Develop Senior Acquisition Leaders and Supervisors</i>
<b>STRATEGY</b>	<b><i>P1.3– Entry-Level Leadership Training</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop formal training program for entry-level personnel. (intern program)			

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Milestones Timeline	Process Owner	individual	Monthly

FORMULA
None

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Supervisors	Division Chiefs

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P2 - Continuously improve quality of contracting workforce</i>
<b>STRATEGY</b>	<b><i>P2.1 – Professional Training</i></b>

DESCRIPTION	Reporting Period / CLP Goal	GREEN	AMBER	RED
Measure the percentage of DOC employees in (not including CCOs) that meet the CLP goal for the given reporting period. The metric goal will change as we proceed through the 2 year CLP cycle period. Measurement would be computed based on percentage of authorized head count exceeding CLP goal for the identified reporting period.	D+6 mos./20 CLP	≥ 50%	25 – 49%	< 25%
	D+12 mos./40 CLP	≥ 75%	50 – 74%	< 50%
	D+18 mos./80 CLP	≥ 85%	75 – 84%	< 75%
	D+21 mos./80 CLP	≥ 90%	N/A	< 90%
	D+24 mos./80 CLP	≥ 95%	N/A	< 95%

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
<ul style="list-style-type: none"> <li>•Identify reporting period</li> <li>•Identify DOC employee population</li> <li>•Number of employees meeting training standard</li> <li>•Percentage of employees meeting standard</li> </ul>	Automated Report provides CLP obtained per individual and sorts by organization	Percentage	Quarterly until 21 <sup>st</sup> month of CLP cycle. From thereon it will be monthly until the end of the cycle.

FORMULA
Number of DOC employees meeting CLP goal for reporting period divided by the total number of DOC employees.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Admin Staff	Directorate, Division Chiefs, Supervisors and DOC Staff.

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P2 - Continuously improve quality of contracting workforce</i>
<b>STRATEGY</b>	<b><i>P2.2 – Certification</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure the percentage of DOC CP 14 employees that are DAWIA certified at their current grade/position. Measure will be computed as a roll up of authorized DOC CP14 strength divided by # certified at appropriate level. However, graphic will include breakout by individual certification levels.	≥ 90	75 - 89	< 75

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Timeframe for reporting Employee population - CP14 Number of employees that are certified at their current grade/position Calculation of percentage certified	Career Acquisition Personnel and Position Management Information System (CAPPMIS) <i>Certification Delinquency Report</i>	Percentage	Quarterly

FORMULA
Number of DOC CP14 employees reported as certified in CAPMIS divided by the total number of DOC CP14 employees.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Admin Staff	Division Chiefs, Supervisors, DOC CP14 Staff

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P2 - Continuously improve quality of contracting workforce</i>
<b>STRATEGY</b>	<b><i>P2.3 –Cross-Training</i></b>

DESCRIPTION	GREEN	AMBER	RED
Establish LSS Team to develop effective cross training program.	On Track	<2 wks late	>2wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
LSS Charter Milestones Timeline	Goal Owner	Timeline/Milestones	Monthly

FORMULA
Track to Timeline and milestones

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Goal Owner, Division Chiefs

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P2 - Continuously improve quality of contracting workforce</i>
<b>STRATEGY</b>	<b><i>P2.4 –Support memberships in Professional Organizations.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Establish LSS Team to identify Professional Organizations and Activities that offer Professional Development.	On Track	<2 wks late	>2wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
LSS Charter Milestones Timeline	Goal Owner	Timeline/Milestones	Monthly

FORMULA
Track to Timeline and milestones

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Goal Owner, Division Chiefs

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P3 – Strategically Manage Recruitment and Retention</i>
<b>STRATEGY</b>	<b><i>P3.1 –Develop an Assessment Panel to provide initial applicant review.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop process for an Assessment Panel of Peers to provide initial applicant review.	On Track	<2 wks late	>2wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Milestones Timeline	Goal Owner	Timeline/Milestones	Monthly

FORMULA
Track to Timeline and milestones

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Project Leader	Project Leader, Division Chiefs



<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P3 – Strategically Manage Recruitment and Retention</i>
<b>STRATEGY</b>	<b><i>P3.2 –Develop New Employee Orientation Program.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Establish LSS Team to develop New Employee Orientation Program.	On Track	<2 wks late	>2wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
LSS Charter Milestones Timeline	Goal Owner	Timeline/Milestones	Monthly

FORMULA
Track to Timeline and milestones

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Goal Owner, Division Chiefs

<b>GOAL:</b>	<i>People</i>
--------------	---------------

<b>OBJECTIVE</b>	<i>P3 – Strategically Manage Recruitment and Retention</i>
<b>STRATEGY</b>	<b><i>P3.3 –Develop Comprehensive Exit Interview Program.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop Comprehensive Exit Interview and check off list.	On Track	<2 wks late	>2wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Milestones Timeline	Project Manager	Timeline/Milestones	Monthly

FORMULA
Track to Timeline and milestones

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Project Manager, Division Chiefs

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P4 – Continuously improve QOL and QOW for the ACA workforce</i>
<b>STRATEGY</b>	<b><i>P4.1 – Employee Satisfaction</i></b>

DESCRIPTION	GREEN	AMBER	RED
Measure the percentage of employee satisfaction with Quality of Life and Quality of Work programs, training, and initiatives. Requires min of 60% returned surveys to be statistically significant. Survey to be conducted semi annually during 1st and 3 <sup>rd</sup> QTR	≥ 90	75 - 89	< 74

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Survey results Calculation of employee satisfaction	Employee Satisfaction Survey	Percentage of employee satisfaction	Semi-Annually

FORMULA
Total score of returned surveys divided by Total Possible score of returned surveys.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs, Supervisors, DOC Staff

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P4 – Continuously improve QOL and QOW for the ACA workforce</i>
<b>STRATEGY</b>	<b><i>P4.1 – Develop alternative work/life balance rewards and incentives.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Establish LSS Team to research work/life rewards and incentives.	On-Track	<2wks late	>2wks late

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Charter Timeline Milestones	Goal Owner	Per milestones	Monthly

FORMULA
Milestones and Timeline

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Goal Owner, Division Chiefs

<b>GOAL:</b>	<i>People</i>
<b>OBJECTIVE</b>	<i>P4 – Continuously improve QOL and QOW for the ACA workforce</i>
<b>STRATEGY</b>	<b><i>P4.2 –Increase responsibility and empowerment of employees</i></b>

DESCRIPTION	GREEN	AMBER	RED
Employees have different levels of acceptance and success with increased responsibilities and empowerment, Supervisors determine levels responsibility and empowerment based on individual skill set and performance level of employees. Supervisor / Employee develop plan and acceptance.	>90-100	>80-89	<79

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Survey results Calculation of employee satisfaction	Employee Satisfaction Survey	Percentage of employee satisfaction	Semi-Annually

FORMULA
Total score of returned surveys divided by Total Possible score of returned surveys.

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Procurement Analyst	Division Chiefs, Supervisors, DOC Staff

<b>GOAL:</b>	<i>Resources</i>
<b>OBJECTIVE</b>	<i>R1 – Establish stable funding profile with equitable distribution of resources</i>
<b>STRATEGY</b>	<b><i>R1.1 – Develop and maintain baseline budget to meet increasing requirements.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop and maintain BASELINE budget with current requirements and add future requirements as developed through directives, regulations, and to meet Strategic Plan requirements. This budget will be used to justify increased funding requirements and rapid response to end of quarter and year available funds.	TBD		

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Budget Request File Annual Budget	Admin Assistance		

FORMULA
TBD

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Administrative Assistance	Director, DOC Leadership

<b>GOAL:</b>	<i>Resources</i>
<b>OBJECTIVE</b>	<i>R1 – Establish stable funding profile with equitable distribution of resources</i>
<b>STRATEGY</b>	<b><i>R1.2 – Work with ACA to facilitate funding and budget control to DOC Level.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Director to facilitate funding request with ACANR and ACAHQ to meet funding requirements established on BASELINE Budget.	TBD		

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
Budget Request File Annual Budget	Admin Assistance		

FORMULA
TBD

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Administrative Assistance	Director, DOC Leadership

<b>GOAL:</b>	<i>Resources</i>
<b>OBJECTIVE</b>	<i>R2 – Reallocation of human resources</i>
<b>STRATEGY</b>	<b><i>R2.1 – Identify, Track and develop individual business skills within DOC staff.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Develop and maintain a list of individual business skill sets to provide Leadership team with access to additional resources for success. (i.e. Accounting, Finance, Human Resource, Marketing)			

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
List of required business skills Individual inventory Access Data Base development.	DOC Staff		

FORMULA
Not required

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Administrative Assistant	Director, Leadership, Staff



<b>GOAL:</b>	<i>Resources</i>
<b>OBJECTIVE</b>	<i>R2 – Reallocation of human resources</i>
<b>STRATEGY</b>	<b><i>R2.2 – Utilize individual business skills to improve customer service, employee satisfaction and quality.</i></b>

DESCRIPTION	GREEN	AMBER	RED
Utilize business skills identified in R2.1 to the fullest extent possible to improve customer service, employee satisfaction and quality.			

DATA REQUIREMENTS	SOURCE	UNIT	FREQUENCY
List of required business skills Individual inventory Access Data Base development.	DOC Staff		

FORMULA
Not required

MEASURE PROVIDER(S)	STRATEGY OWNER(S)
Administrative Assistant	DOC Leadership